King County IT
Reorganization Project

IT Reorganization
Progress Report
August 2007 - December 2008
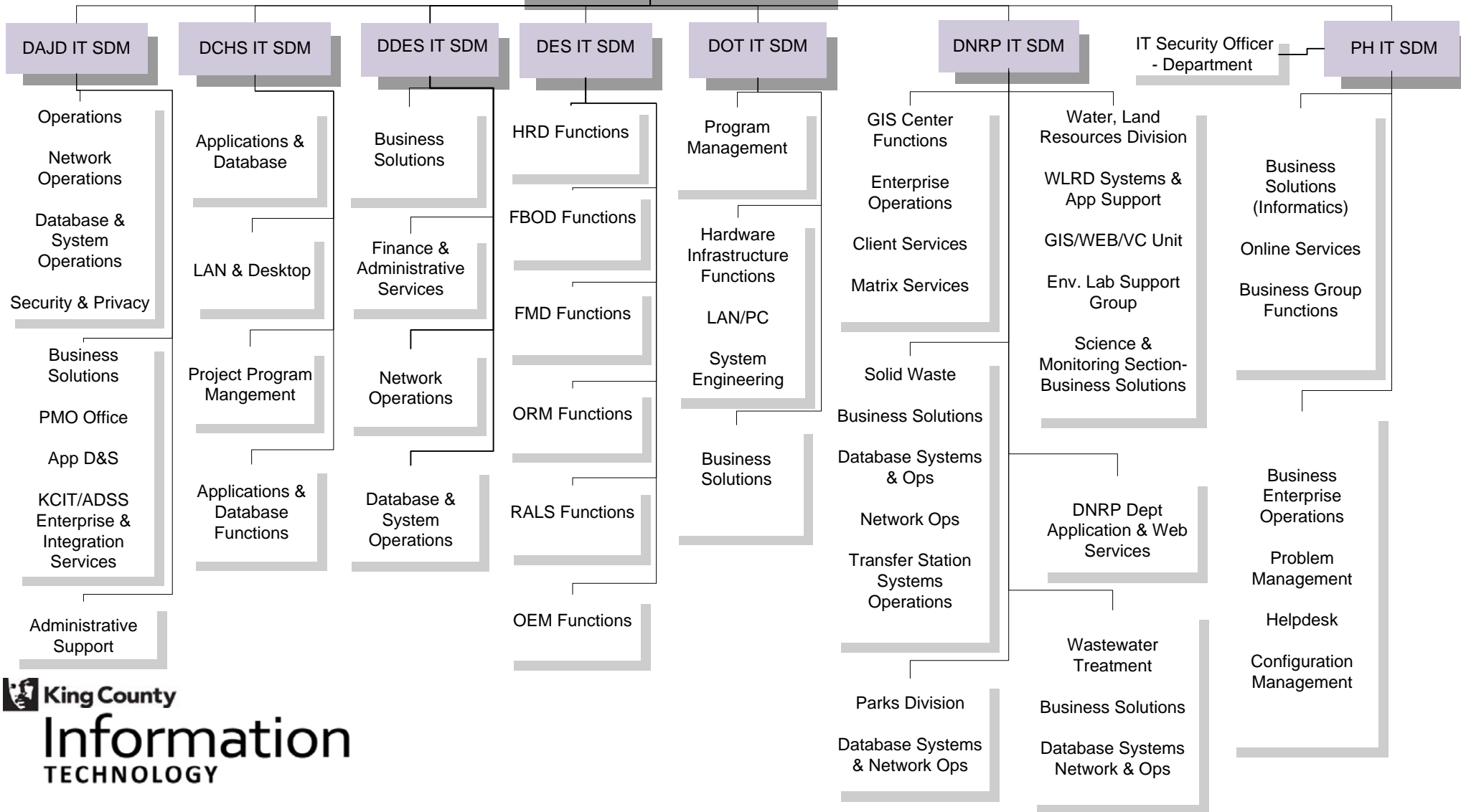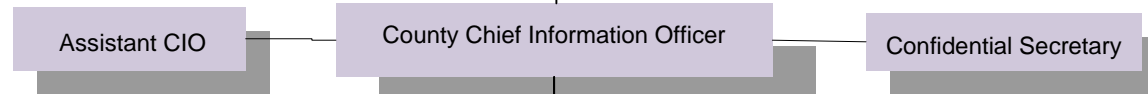
August 28, 2009

Submitted by:
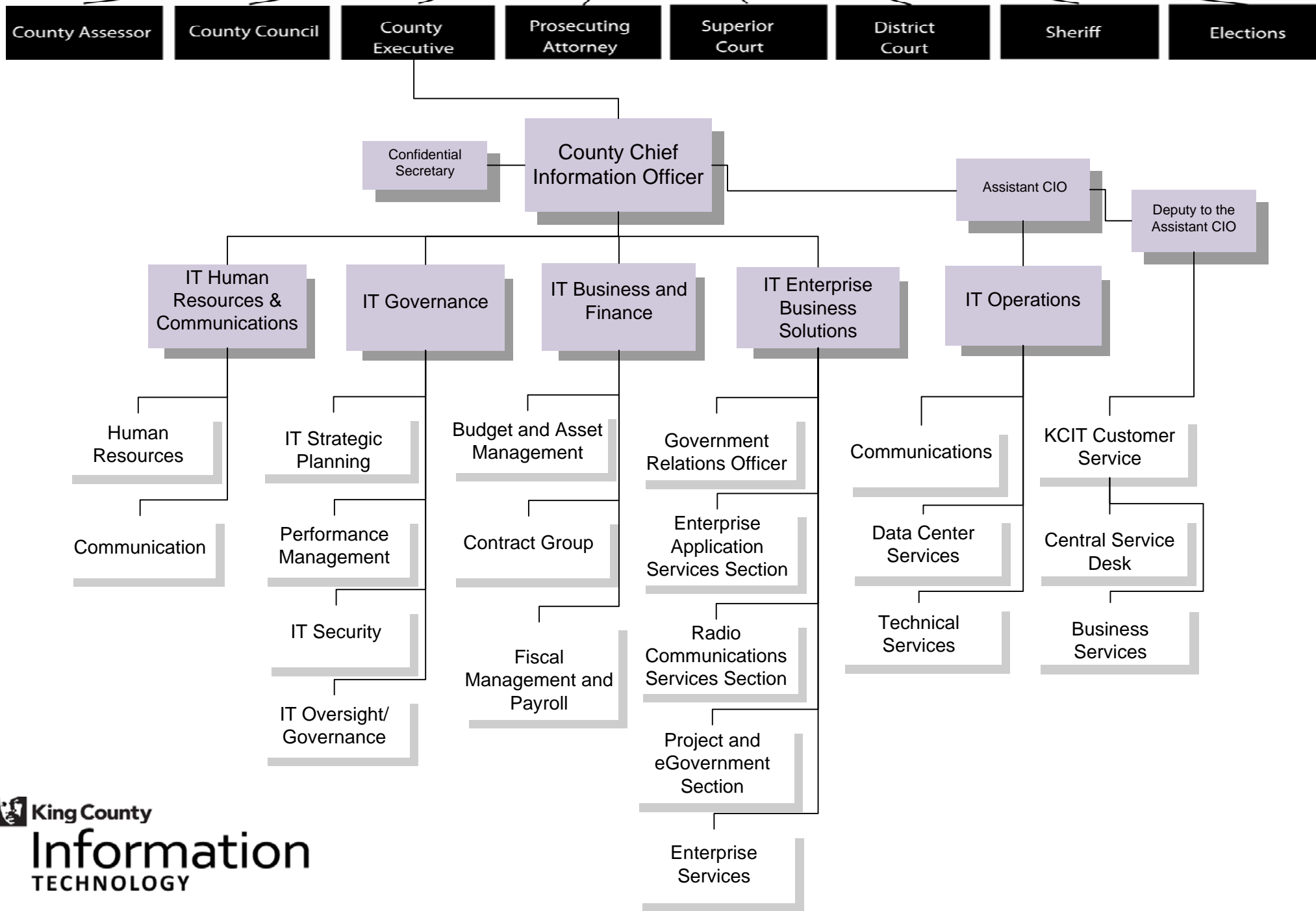Strategic Learning Resources, Inc.
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TABLE OF CONTENTS

The Electorate of King County

County Assessor	County Council	County Executive	Prosecuting Attorney	Superior Court	District Court	Sheriff	Elections

Assistant CIO — **County Chief Information Officer** — **Confidential Secretary**

DAJD IT SDM
- Operations
- Network Operations
- Database & System Operations
- Security & Privacy
- Business Solutions
- PMO Office
- App D&S
- KCIT/ADSS Enterprise & Integration Services
- Administrative Support

DCHS IT SDM
- Applications & Database
- LAN & Desktop
- Project Program Mangement
- Applications & Database Functions

DDES IT SDM
- Business Solutions
- Finance & Administrative Services
- Network Operations
- Database & System Operations

DES IT SDM
- HRD Functions
- FBOD Functions
- FMD Functions
- ORM Functions
- RALS Functions
- OEM Functions

DOT IT SDM
- Program Management
- Hardware Infrastructure Functions
- LAN/PC
- System Engineering
- Business Solutions

DNRP IT SDM
- GIS Center Functions
- Enterprise Operations
- Client Services
- Matrix Services
- Solid Waste
- Business Solutions
- Database Systems & Ops
- Network Ops
- Transfer Station Systems Operations
- Parks Division
- Database Systems & Network Ops
- Water, Land Resources Division
- WLRD Systems & App Support
- GIS/WEB/VC Unit
- Env. Lab Support Group
- Science & Monitoring Section- Business Solutions
- DNRP Dept Application & Web Services
- Wastewater Treatment
- Business Solutions
- Database Systems Network & Ops

IT Security Officer - Department

PH IT SDM
- Business Solutions (Informatics)
- Online Services
- Business Group Functions
- Business Enterprise Operations
- Problem Management
- Helpdesk
- Configuration Management

King County Information TECHNOLOGY

The Electorate of King County

County Assessor	County Council	County Executive	Prosecuting Attorney	Superior Court	District Court	Sheriff	Elections

County Chief Information Officer

Confidential Secretary

Assistant CIO

Deputy to the Assistant CIO

IT Human Resources & Communications
- Human Resources
- Communication

IT Governance
- IT Strategic Planning
- Performance Management
- IT Security
- IT Oversight/ Governance

IT Business and Finance
- Budget and Asset Management
- Contract Group
- Fiscal Management and Payroll

IT Enterprise Business Solutions
- Government Relations Officer
- Enterprise Application Services Section
- Radio Communications Services Section
- Project and eGovernment Section
- Enterprise Services

IT Operations
- Communications
- Data Center Services
- Technical Services

(Deputy to the Assistant CIO)
- KCIT Customer Service
- Central Service Desk
- Business Services

King County
Information
TECHNOLOGY

FORWARD: WHY REORGANIZE INFORMATION TECHNOLOGY IN KING COUNTY?

The origins of Executive Branch IT Reorganization

In 2006, the King County Executive made a set of recommendations for changes to the organization of Information Technology in King County, which were subsequently codified by the Council. The Executive and Council called for all IT governance, planning, technology infrastructure, telecommunications, radio, and IT services in the Executive Branch Departments to be brought together under the leadership of the Chief Information Officer. These oversight and service-delivery functions were combined into the organization now called King County Information Technology (formerly the Office of Information Resource Management (OIRM)).

With his 2006 recommendations, the Executive also established a Vision and Goals for the IT organization.

Vision
Utilizing information and technology to share a better tomorrow by enabling effective public services and streamlining countywide operations.

Goals
1. *Deliver responsive service to internal customers, the public, and other jurisdictions.*
2. *Provide reliable cost-effective technical and application architectures.*
3. *Create countywide efficiencies for business functions and infrastructure that are common across the organization.*
4. *Support a culture of effective governance, clear accountability and communication.*
5. *Ensure IT security and privacy.*
6. *Facilitate information sharing – internally and externally.*
7. *Recruit, deploy and retain an appropriately-skilled workforce.*
8. *Serve as a leader in IT regional initiatives.*

To successfully restructure the Executive Branch IT organization and achieve the Executive's vision and goals, a multi-phased change process was set in motion that included: 1. the design and execution of a set of technology change initiatives, and 2. the development and implementation of an organizational change and transition process.

Early Foundation For IT Reorganization

A series of reports and plans formed the backdrop for the King County Executive Recommendation on IT Reorganization and the

subsequent King County Council Ordinance on IT Reorganization in 2006. These include:

2001-2002 **The Moss-Adams Strategic Technology Plan** identified 19 different IT groups within County government.

2002 **King County Revised Strategic Technology Plan for 2003-2005**

2004 **PTI Report "Reorganizing IT Functions"** made initial recommendations for re-organizing IT functions across the County.

The PTI report provided a vision statement and set of Countywide goals which were approved by the project sponsors and the IT governing bodies, and continue to guide planning for IT.

2006 **Moss-Adams Analysis of PTI Report** provided advice to the County regarding the reasonableness and viability of the PTI Plan. This review demonstrated that the plan was not practical to implement and the Executive subsequently undertook to develop a revised plan, built on what was learned through the PTI study.

Moss-Adams Consultation including three deliverables:
1. a business case for IT re-organization,
2. an IT transition plan, and
3. a formalization of the IT structure proposed by the Executive.

The County accepted the deliverables but issued conclusions and recommendations in each area that were the Executive's.

Initial Structural Recommendations A key initial structural recommendation made by the Executive was to implement a consolidated IT organization of Executive branch departments by the third quarter 2006. These included:

- The consolidation of the Office of Information Resource Management with Information and Telecommunication Services (formerly under DES)

- The establishment of new reporting relationships for former department level IT managers who became Service Delivery Managers (ITSDMs) reporting to the CIO, while remaining located in the individual departments.

The Executive's recommendations also called for a careful and respectful transition plan and monitoring of progress.

The Moss-Adams deliverable *Business Case for IT Reorganization* established the expected benefits and cost savings resulting from the re-organization.

Projected
Cost Savings   Cost savings from organizational re-structuring itself were not projected. The hoped for cost-savings of $19.5 million in labor costs over 15 years is expected from server consolidation and the standardization of workstations, which depend on a strong and effective management structure for IT.

Projected Capacity
Improvements   More centralized management and standardized processes were expected to yield benefits including the capacity to:
- Respond to emerging technologies and opportunities more quickly
- Improve the "security and reliability of services."
- Provide improved oversight and accountability for IT services.
- Prioritize investments and initiatives and alignment of policies with those priorities.
- Strengthen planning and implementation.

Projected Operational
Benefits   Operationally, the benefits were expected to be:
- "Ongoing, structured operational analysis"
- Faster decision making
- Accountable, visible decisions
- More effective staffing of projects.
- Improved asset management and use of other resources.

Projected Service
Delivery Benefits   The end goal of the re-structuring, however, was to improve service delivery. Service delivery benefits were expected to include:
- Streamlined processes
- An increased focus on customer needs
- Faster response times and increased responsiveness
- Self-service
- Prioritization of changes
- Greater capacity for self-service (e.g. the web)
- Standard operating procedures.
- A streamlined and standardized applications software environment that are part of "common enterprise architecture".

Why Focus First on
Executive Branch
Departments? The focus of the series of planning studies that led up to the IT Re-
Organization Project encompassed all County departments
including those led by separately-elected officials. (e.g. Council,
Sheriff, Courts, Assessor etc.). Those planning studies shared the
premise that transformational change in how IT services are
delivered will only be successful if it is consistent across all
County government organizations. The current effort therefore
included an assumption that a later transition phase will include re-
organization of IT services to and by agencies not under the
Executive.

EXECUTIVE SUMMARY

A Successful Start   Between August, 2007 and December, 2008, the focus of efforts in the IT Reorganization Project was to create a foundation for a successful transition to:

- streamlined and centralized organizational structure
- a culture of service, teamwork, and respect
- countywide technology improvements

Significant positive progress was made toward laying this foundation, due to the emphasis on both human and technical aspects of change.

Critical Success Factors   19 of the 22 different critical success factors that the 2008 *Recommended Structure and Plan for Capacity-Building and Transition* named as determinants of effective structural and cultural change processes were either fully met or significantly advanced between August 2007 and December, 2008. The highlights of those Critical Success Factors include:

1. Strong overall leadership
2. Department ownership
3. Cross-departmental collaboration and coordination
4. Informing and involving stakeholders
5. Measurement and assessment

Significant Progress Toward Council and Executive Goals

Goal	Major Accomplishment
1. Responsive service	Growing partnership between Central IT and each Department supported by Service Delivery Plans and Service Level Agreements
2. Cost-effectiveness	Integrated business planning and significant progress toward the goals outlined in the Strategic Technology Plan.
3. Countywide efficiencies	KCIT Senior Management Team examines opportunities and establishes direction for increased efficiencies business functions and infrastructure such as server consolidation and Help Desk.
4. Governance, accountability, communication	A new organizational structure is designed and implementation plans drawn assuring a single point of accountability.
5. Security and	Clear policies, standards and guidelines for IT

privacy	security were developed and communicated.
6. Information-sharing	Multi-pronged communication strategy offer stakeholders a range of options for engaging the Reorganization from assessment through implementation.
7. Workforce recruitment and retention	The Joint Labor Management Information Technology Committee (JLMIT) met monthly to learn about IT Reorganization progress and give voice to issues and concerns pertinent to represented IT staff.
8. Regional leadership	KCIT participated in major regional, suburban, and rural initiatives such as Emergency Preparedness and Law, Justice and Safety.

KCIT: One Organization

Through a range of activities between August, 2007 and December, 2008, the IT reorganization project not only achieved progress toward the identified goals, but also laid the groundwork for a fundamental change in organizational leadership capacity and readiness for change. The capacity for leadership of people through change processes shifted exponentially, creating a significantly strengthened foundation for the future of IT in King County.

I. INTRODUCTION

About this report   Since 2006, the Office of Information Resources Management – in collaboration with each of the seven Executive Branch Departments – has systematically engaged in the Reorganization of IT services. ***This Progress Report is intended to provide a snapshot of the progress of the Reorganization during the period of August 2007 through December 2008***.

Successful 2007 – Establishing a Foundation for Success

On the basis of the 2006 Executive and Council mandate, the Office of Information Resource Management set a course to plan for and implement an approach to IT Reorganization which encompassed both organizational and technical changes, and which attended to the human dimensions of those changes.

In August of 2007, Strategic Learning Resources was engaged to provide organization development assistance in the design and implementation of the organizational structure and facilitate the move to a new identity as King County Information Technology. Concurrently, the ITSDMs and Central IT Senior Management came together to begin planning to address the technology side of the equation. Late in 2007 additional leadership for the technology changes was put into place at OIRM.

2008 – From Plan to Implementation

In March of 2008, Strategic Learning Resources provided the CIO with the *Recommended Organization Structure and Plan for Capacity-Building and Transition*. Grounded in four months of detailed organizational assessment, the Plan served as the blueprint for engaging the Executive Branch in the ultimate design and rollout of the new structure. Simultaneously, intensive assessment and planning was being carried out for major technology initiatives such as server consolidation, workstation standardization, multi-year contracts, benefits realization analysis, and help desk improvement.

Between the March, 2008 publication of the Reorganization Plan and December, 2008, some of the key milestones of the transition-planning and implementation processes included:

- An All Staff presentation on the plan for change, attended by over 500 staff members
- Two trainings and extensive coordination of "Transition Teams" representing each impacted Department. The

transition teams were charged with conducting detailed planning for structural changes in their departments, including interim structures and implementation work plans.

- Training and launch of 3 inter-departmental "Rapid Response Teams" charged with designing process improvements for specific high-concern areas within IT service delivery.
- A baseline employee satisfaction survey was conducted.
- Two workshops for members of the Senior IT Leadership Team were delivered to enhance capacity to lead the desired cultural and structural changes.

Critical success factors

The SLR *Recommended Organization Structure and Plan for Capacity-Building and Transition* report offered an important word of council about the harsh realities of large-scale reorganizations:

> *"Research has shown that **fewer than one-third of organizational restructuring projects actually succeed**, despite the investment of millions of dollars and years of effort. The considerable failure rate of major organizational change projects is primarily **attributable to human, rather than technical, factors**."*

The Reorganization of IT functions within the King County Executive Branch stands out as a significant success, in large part due to the emphasis on both human and technical aspects of change. Looking at the organization, the people and the technology, the indicators clearly signify a successful transition from the Office of Information Resource Management to King County Information Technology.

In the March 2008 *Recommended Organization Structure and Plan for Capacity-Building and Transition*, a set of critical success factors were identified as essential requirements for the Reorganization. In review of these factors, 19 of 22 have been either fully met or significantly advanced between August 2007 and December 2008. There are three factors where activity will occur in 2009. Of particular importance are the following factors:

Strong overall leadership:
- Leadership and management stay focused on the desired results of the reorganization.
- Senior Managers championed the shift from the old image of Central IT/OIRM to the vision of one KCIT organization and are committed to their role as change leaders.

Department ownership:
- Each Department Director approved the design of and implementation plan for the new structure.
- Each department participated in the development of their transition plan and is involved in its implementation.
- Leaders and managers defined the core values associated with the new KCIT culture.

Cross-Departmental Collaboration and Coordination:
- Cross-departmental relationships have been and are being developed through a variety of informal and formal mechanisms.
- Cross-departmental teams identified process improvements for implementation.

Informing and Involving Stakeholders:
- JLMIT engaged in planning and transition.
- A short-term communication plan was carried out in support of reorganization activities.

Measurement and assessment:
- Evaluation, assessment and measurement processes are built into the work of the new organization.
- Measures and benchmarks are defined as part of the benefit realization plan.

II.   ASSESSMENT OF PROGRESS TOWARD REORGANIZATION GOALS

*How was the
progress assessment
conducted?*

The following assessment of progress explores the major activities and accomplishments that occurred during the 17-month time period between August, 2007 and December, 2008. To gain insight into those activities and accomplishments, SLR consultants reviewed the chronology of events, conducted extensive document-review of pertinent documents, and carried out original interviews with 16 key stakeholders within KCIT and Executive Branch Departments.

*What were the
focal areas of the
assessment?*

The IT Reorganization Project, as a whole, encompassed
- technical,
- structural, and
- cultural changes.

Of these three strands of change, the purview of SLR consultants was primarily the structural and cultural dimensions, and the results of those efforts are the focal point of this progress assessment.

However, through the document review and interview processes, we also collected data on some of the primary technology changes that have been accomplished through the reorganization, and we've included those elements in the goal-by-goal progress report that follows. (A great deal of additional detail on the technical changes can be found in a variety of technology reports referenced at the conclusion of this document.)

*How is the
progress assessment
organized?*

Council and Executive Goals provide the framework for assessment. The progress assessment is organized around the eight goals for IT Reorganization which were set at the outset of the project by the County Executive and Council. Those reorganization goals were:

1. Deliver responsive service to internal customers, the public, and other jurisdictions

2. Provide reliable, cost-effective technical and application architectures

3. Create countywide efficiencies for business functions and infrastructure that are common across the organization

4. Support a culture of effective governance, clear accountability and communication

5. Ensure IT security and privacy

6. Facilitate information-sharing – internally and externally

7. Recruit, deploy and retain an appropriately skilled workforce

8. Serve as a leader in IT regional initiatives

Progress tables build on the 2007 Assessment. The 2008 report "*Recommended Organization Structure and Plan for Capacity-Building and Transition*" offered – for each goal - a snapshot of the 2007 status of the IT organization and a set of recommendations for ways to move forward toward accomplishing the goal. To highlight the progress that has been made, we have built the progress assessment into that same table. For each goal, these progress tables display:

- What was the status of the goal in 2007?
- What recommendations for change were made?
- What progress has been made on those recommendations?

Voices of leadership and snapshots of success. Throughout the progress report section, we have embedded direct quotes from the stakeholder interviews to offer a flavor of the personal perceptions of accomplishment held by leaders of KCIT and the Executive Branch Departments.

In addition to those quotes, we have – for some of the goals – also included "Snapshots of Success" which offer brief profiles of particularly innovative activities from across the Executive Branch that have contributed to the success of the IT Reorganization, and that may provide inspirational models for ongoing change.

Looking ahead. In addition to assessing progress toward each goal, this progress report also looks forward to identify the opportunities, challenges, and activities that are on the horizon in 2009.

GOAL 1: Deliver responsive service to internal customers, the public, and other jurisdictions

The 2007 Assessment found:	2008 Recommendations included:	Accomplished by December 2008:
"Customer departments report delivering responsive, personal service to the business-line customers and publics they serve. They do not believe that Enterprise IT delivers equally responsive service to them. They would like to see significant enhancement in Enterprise IT's ability to partner with them in the PRB process; to respond to service requests placed through the OIRM help desk; and to communicate changes in an ongoing, timely, and respectful way. *Release management functions are not currently effective in supporting sustainable hand-offs. Hand-offs don't allow sufficient supports for implementation.* *In addition, customer departments perceive a need for augmented service offerings in the area of high-level technical consulting and business process analysis."*	a. *Increase clarity and accessibility of services.* b. *Create a culture of responsiveness, including new mindsets, practices, and processes.* c. *Build a culture of clear, direct, timely and respectful communication.* d. *Support the ability of IT across the Executive Branch to respond to the unique business requirements of Departments and their stakeholders.* e. *Enhance the linkage between business development and IT development.*	• **The ITSDM role has been strengthened significantly.** The seven ITSDMs, representing each of the seven Executive branch departments, have been instrumental in creating linkages between Departmental business needs and IT. Weekly KCIT management team meetings were held between Fall 2007 and Winter 2008 to consider options and make recommendations to the CIO and to department leadership. Working relationships were strengthened and capacities built to fully execute the role of the ITSDM. *'I've been impressed by the willingness of IT central managers to work with us. The log jam seems to be broken and we are getting more responsive service.'* - ITSDM • **The growing partnership between Central IT and each Department** has reduced concerns about the potential for loss of control over IT service delivery that were expressed early on in the reorganization. The ITSDMs have engaged business owners in shaping the new structure and defining IT priorities at the Department level. By beginning to build a culture of partnership business owners are able to see centralized IT as a support system capable of meeting business needs. • Holding to the promise of IT Reorganization, KCIT identified 15 **position reductions**, which will be in effect by the end of 2010. • **Service Delivery Plans** were put in place for each department during the summer of 2007 and updated in 2008. The Service Delivery Plans established a baseline for service delivery for each executive branch department. *'We're getting much better connection between IT and the business side of the house.'* - ITSDM

		• **Service Level Agreements** assure a mutually agreed upon level of service that can be monitored and measured over time. The initial SLA created for each Department has established the baseline of service expectations between the Department and Central IT. SLA's are used as a management tool by ITSDMs who can now use them to identify strengths, gaps, and areas for improvement.
		• During 2008, KCIT unveiled a **Strategic Plan and a Strategic Business Plan** establishing clear guidance for the future of IT.

Goal 1: Opportunities, Challenges, and Outlook	
Opportunities	With new structures in place and strengthening relationships between business owners and IT and department leaders, the platform to continue to deepen and strengthen the capacity to deliver responsive service is firmly established.
Challenges	The current economic environment promotes judicious use of resources that may impact the capacity for response and delay implementation of some initiatives.
Outlook for 2009	With the new structures either in place or in the process of implementation during 2009, the capacity for truly responsive service will have dramatically changed. The single point of accountability, the relationships built between Executive Branch Departments and Central IT and the strengthened relationships of the ITSDM with department level leadership as well as department IT staff provide a firm foundation for efficient and effective IT services.

GOAL 2: Provide reliable, cost-effective technical and application architectures

The 2007 Assessment Found:	2008 Recommendations included:	Accomplished by December 2008:	
"The current cost structure for IT creates perceptions that the cost of enterprise services are neither competitive nor merited. Currently, enterprise architecture resources are disproportionately focused on legacy systems, which limits resources for forward-looking architecture development."	*a. Increase Enterprise IT capacity to support new enterprise application development.* *b. Develop the role of release management and transition from development to operations.* *c. Centralize and standardize processes related to LAN, Desktop Support, networks, servers, and other elements of the enterprise infrastructure.*	The *Benefits Realization Plan, IT Reorganization Program for Executive Branch IT* created in 2008 and updated in March of 2009, provides a clear pathway for accomplishing goal 2. Although accruing the benefits of the Reorganization will occur over time, some early, promising activities include: • **A county-wide IT inventory** has established a baseline understanding of the range of current technical and application architectures in the Executive Branch departments. No such comprehensive picture of technology inventory existed prior to the reorganization, and this lack of information was a significant barrier to efficient planning for and monitoring of effective technologies. • **Integrated business planning** Prior to the reorganization, each Department carried out its individual business planning efforts in isolation from the others. The existence of the ITSDM position and the increased teamwork with senior managers across Executive Branch IT has enabled, for the first time, the integration of multiple business planning efforts. • The 2008 Annual Technology Report noted **significant progress toward the technology directions outlined in the Strategic Technology Plan**, with 62% of the desired outcomes completed, and significant progress made in developing, implementing, measuring, tracking, and reporting IT operations performance. • The CIO initiated a **periodic review with each Department Director** to discuss their Service Delivery Plan and measure progress to the plan. Review sessions were held three times with each Department Director in 2008.	*'Until the IT Reorganization, we didn't know how out of date we were. We now have an inventory of where we are and what is needed that we can turn into a strategic plan for IT at DAJD.'* - DAJD leadership

		• KCIT developed a **scorecard report** that assures that metrics are used to gauge performance.

Snapshot of Success

Within the context of the Reorganization, a number of department level innovations have taken shape. At DDES, an Internal Change Management Group, led by the Building Services Director, has been initiated to promote critical review of IT changes across the Department.

Goal 2: Opportunities, Challenges, and Outlook

Opportunities	King County is adopting a new business model that will deliver efficiencies within the county and more effective services to county residents. The Accountable Business Transformation Program (ABT Program) is developing this model that offers new business processes for financial, human resources, payroll, benefits and budget operations. This model is comprised of industry best operating practices from public and private organizations nationwide and will provide county staff with improved access to timely, accurate and useful information to deliver better services to the public. The phased change toward ABT will substantively impact the ability to provide cost-effective technical and application architectures.
Challenges	KCIT was not able to achieve cost-effective architecture during the 2007-2008 timeframe due to a range of issues, including: • Legacy systems are still in place • In the future, ABT will incorporate 22 services into a single service. However, during 2007 – 2008, all 22 of those services were still offered and maintained. • Budget constraints • The presence of multiple redundant systems that must be dealt with over time. • Initial skepticism about the impending changes in IT structure and solutions grew to engagement by late 2008.
Outlook for 2009	Building on work done in 2008, key activities in 2009 include: • Continuation of periodic reviews between CIO and Department Directors.

GOAL 3: Create countywide efficiencies for business functions and infrastructure that are common across the organization.

The 2007 Assessment Found:	2008 Recommendations included:	Accomplished by December 2008:
"Because IT structures have evolved separately, there are clear areas in which similar functions are currently structured differently. There are significant inefficiencies in this variety and duplication of similar functions. (An important limit on the degree of possible centralization is the number of functions, which are necessarily customized to meet specific business needs and are therefore not amenable to centralization.)"	*a. Leverage economies of scale through centralization and standardization* *b. Reduce duplication (not redundancy)* *c. Reduce variation in delivery of similar functions*	• **Management team communication sets the stage for identification and accomplishment of common goals.** A platform for countywide efficiencies for business functions and infrastructure was debated and discussed during weekly meetings of the KCIT Senior Management Team. Bringing together the perspectives of Central IT and each of the Departments, the Team successfully planned for the implementation of multiple initiatives. Instead of operating in the existing silos, IT leadership built momentum around a common goal to create efficiencies across the Executive Branch. Autonomy was no longer the rule and assurance of consistency and common standards become a hallmark of efforts to achieve goal 3. *'We are getting better at talking with each other about common needs, and doing things in similar ways so that there are economies of scale.'* - ITSDM • **Organizational structure change.** The new IT structure was approved and ready for implementation by the end of 2008. The structure provided a consistent single point of accountability from which greater efficiencies could occur. • **Server consolidation:** Server consolidation was assessed in 2008 and candidates identified for consolidation in 2009 and 2010. DNS servers exemplified a whole new approach resulting in one technology solution and standardization of workstations. • **Help desk improvements.** An Executive Branch-wide cross-functional team came together to study and make recommendations about the best way forward with the Help Desk. A previously cobbled-together system was re-designed to provide single phone number help access and single web interface. • The project energized a high level of participation in the evaluation of and planning for consolidation of the help desk function. Short term Help Desk improvement was designed for

implementation in 2009.

- **Governance, Planning and Change Management**
  - Technology governance moved from a history of non-compliance to a pattern of mandatory compliance.
  - Technology Business Plan addresses the business of IT projects throughout the Executive Branch.
  - Benefits Realization Analysis provides a roll-up of the business case, allows tracking of both qualitative and quantitative elements and can be used to update the budget.
  - Change Management; Historically, each departmental IT group had a way of managing change, now the focus is on consistently managing the whole system rather than having the individual department 'boxes' manage change as totally separate entities.

> *"We've seen a real waterfall effect of the reorganization project. People from across the Executive Branch got involved, saw the possibilities, had their initial suspicion dispelled and became champions for the change.'*
>   **-** IT leader

- **Contracts and Finance**
  - The IT Reorganization Steering Committee and Finance Committees made major contributions to understanding cross-departmental issues and translating the understanding into recommendations that connect business functions with structure and services.
  - Multi-year contracts were designed to streamline contracts and introduce cost savings in the contracting process through standardization of products across Executive Branch IT.

Goal 3: Opportunities, Challenges, and Outlook	
Opportunities	With the new structures in place, the focus for KCIT can be more on efficiency and maturity.
Challenges	Resource capacity offers the most significant challenge to the timing of implementation of further changes.
Outlook for 2009	Initiatives anticipated in 2009 include: • New structures implemented

GOAL 4: Support a culture of effective governance, clear accountability and communication

The 2007 Assessment Found:	2008 Recommendations included:	Accomplished by December 2008:
"The current structure and culture does not support effective governance or accountability, and communication systems and relationships are underdeveloped."	a. *Improve organizational structure to better support the desired results.* b. *Build Leadership and Management capacity.* c. *Streamline and standardize governance and communication processes.*	• **The new organization structure and plan for capacity-building and transition was grounded in data from across the county.** In August of 2007, Strategic Learning Resources was engaged to provide expert support to the Reorganization. To create a strong foundation for all phases of the IT Reorganization, SLR undertook an assessment of the existing challenges and opportunities within OIRM and the Executive Branch Departments. The assessment involved focus groups of leadership, management and staff across the Executive Branch and culminated in a presentation of findings to all IT Staff on November 27, 2007. The data gathered in the assessment was used to develop the Recommended Organization Structure and Plan for Capacity-Building and Transition provided to the CIO in Mach of 2008. • **Detailed service-delivery and implementation planning was accomplished by each Department impacted by the reorganization.** The balance of 2008 was spent in detailed planning for new organizational structures for IT service delivery for each department within the Executive Branch and for Central IT. Organizational structures were approved by the IT Reorganization Steering Committee and CIO in the late summer and early Fall 2008 and implementation plans were largely complete by January of 2009 for implementation during 2009. • **A strong management team** was created to lead the Reorganization over the course of 2007 and 2008. Significant attention was given to developing a team of leaders who are seasoned IT professionals and managers and who can deal with rapid organizational change while addressing fears and concerns. • **A Steering Committee** with representation from each Executive Branch Department, including the Deputy Director and HRSDM, and members of the Central IT management team met once or twice a month from July through December of 2008 to review recommendations about each departmental structure and transition implementation plan along.

		• **JLMIT (Joint Labor Management Information Technology Committee)** met to learn about and discuss labor issues during the transition planning process.
		
		• **Single point of accountability.** The hallmark of the new IT structure is the single point of accountability moving from the CIO to each ITSDM with a dual reporting structure to each Department Director.
		
		• **Improved collaboration and planning.**
		
		   - CIO held three meetings with each Department Director to review and clarify agreements about the new IT structure and discuss progress in the Service Delivery Plan and Service Level Agreement.
		
		   - OIRM Management Team developed increasing capacity for effective leadership through greatly increased collaboration and planning, and a range of opportunities learn from each other and solve problems together including of leadership development sessions.
		
		'We've are coming together at the same table. Before the Reorganization the table didn't exist.'
		- Senior IT leader
		
		• **Three Rapid Response Teams** were initiated in the summer of 2008 to evaluate possible process improvements related to the Project Review Board, Procurement and Customer Service. As a result of that teamwork, improvements were made to the PRB process, which provides assurance that IT projects are thoroughly planned and evaluated.
		
		• **A baseline employee satisfaction survey** was conducted in November, 2008, with a commitment to repeat the survey regularly to measure progress on employee satisfaction levels.

Snapshot of Success

The Department of Public Health created an internal Steering Committee to guide and monitor the phased implementation of a multi-pronged transition to the new IT structure over the course of 2009. Individual Task Forces for each phase staffed by IT managers reported directly to the Steering Committee. The phases included: business enterprise operations; business solutions for online services, business and health; business services and IT security.

Goal 4: Opportunities, Challenges, and Outlook	
Opportunities	There are many opportunities to continue to build upon the foundation for the new, emerging KCIT culture. These include: • Continued implementation of the new departmental structures will promote greater identification as King County Information Technology. • Expand involvement of managers, supervisors and staff in planning for future change and further process improvement order to push change down into the organization. • Refine project review procedures to provide tailored review of small IT projects. • Give continued attention to leadership and team development.
Challenges	Budget constraints will slow implementation of elements of new structure such as the addition of management positions below individual ITSDMs.
Outlook for 2009	Second delivery of the Employee Satisfaction Survey was conducted in May, 2009 • Deepen culture change through expanded involvement of mid-level managers, supervisors and staff in implementation of new structures and planning for future initiatives. • PRB process streamlined to increase the ability of departments to comply. • The Project Manager Initiative will standardize functions and expectations for IT project managers within the Executive Branch. • A second employee survey was carried out in May of 2009.

GOAL 5: Ensure IT security and privacy

The 2007 Assessment Found:	Recommendations included:	Accomplished by December 2008:	
"Currently, the role and responsibilities of security leadership is not well defined, and enterprise security is minimally staffed. Security and privacy management practices are diversely defined and implemented across departments. Enterprise IT does not currently have an auditing tool to assess security status across the executive branch."	*a. Enhance the role of security leadership.* *b. Centralize and standardize security policy, procedures, and practices.*	• **Clear policies, standards and guidelines for IT security** were a high priority during 2007 and 2008, and great progress was made in these areas. County departments were asked to partner with KCIT in thinking through security and privacy issues and planning for improvements. Stakeholders report that security related tools and communication are greatly improved.	*'Everyone takes security very seriously. Incident reporting is going very well.'* - ITSDM

		• Key initiatives include:
		
		  - **Identification of clear roles and responsibility** for IT security across the County.
		
		  - **Each department has identified a security lead**.
		
		  - **Streamlined annual security audit** and report format that clearly identifies issues to be addressed and can be completed in two months (compared to the prior process that took up to nine months to work through).
		
		  - **Certification training program** that has been well orchestrated and attended.	

Snapshot of Success

The new IT organizational structure created a framework for stronger governance and oversight of security and privacy. That strengthened framework of accountability creates a platform for the next stage which involves more effectively aligning security and privacy solutions with the business needs of each department. Recognizing that being "business driven" is a key to success of privacy and security initiatives, a series of meetings took place in early 2009 involving the security leads for each department, who were then charged with bringing back solutions to their departments.

Goal 5: Opportunities, Challenges, and Outlook	
Opportunities	With a strong platform of policies, standards and guidelines coupled with effective training, security will continue to be delivered in a consistent manner across the County.
Challenges	Fast paced IT environment sometimes makes it difficult to respond quickly to requests related to security and privacy.
Outlook for 2009	Further work to address privacy from a business-driven perspective.

GOAL 6: Facilitate information-sharing – internally and externally

The 2007 Assessment Found:	Recommendations included:	Accomplished by December 2008:
"Two key areas of information sharing are underdeveloped in the current culture: *- Gathering and using information from internal and external stakeholders to guide decision-making and build shared accountability.* *- Sharing of technical and best-practice information across departments by staff with similar functions."*	*a. Develop effective processes for gathering information from internal and external stakeholders and using that input to guide decision-making and build shared accountability.* *b. Support the sharing of technical and best practice information across departments by staff with similar functions.* *c. Cultivate relationships between central IT and customer departments.*	• **Carefully setting a foundation for a successful reorganization** was critical to the success of the reorganization. Cornerstones of that foundation included involving stakeholders in identifying the core issues that needed to be addressed as part of the Reorganization, and carrying out a detailed planning process for how each department and Central IT would roll out their new structure. • **Internal communication strategies.** In August of 2007, lead staff for the IT Reorganization began to focus energy on developing internal communication strategies that would foster a sense of inclusion and involvement on the part of 500+ IT Staff serving the Executive Branch. Early communication took the form of an online newsletter highlighting what to expect as the IT Reorganization took shape. *'There's more cross-fertilization of ideas, and sharing of skill sets and expertise seems to be happening a lot. KCIT seems to be a great place to be.'* *- IT leader* • **All-staff presentations.** In November 2007 all IT Staff members as well as Department leadership were invited to two half-day All Staff Meetings held to share the results of the Consultant's Assessment and to address questions about what to expect in 2008. • **Additional communication strategies.** In 2008, a number of additional internal information-sharing and communication mechanisms were put in place. Information has been made available online as well as in print and in-person forums. These include: - Short-term Reorganization Communication Plan including a regularly updated website, periodic newsletter and blog - Individual department communication plans to accompany the Transition planning efforts from July to December of 2008

		- Individual Department Meetings to review the proposed structure for IT within each department – Fall 2008
		- All Staff Structure Meeting – November 2008
		- Initiated Community Conversations, formerly All Staff Meetings, with improved content and greater comfort with offering and responding to questions
		- Weekly meetings of ITSDMs with Central Management

Goal 6: Opportunities, Challenges, and Outlook		
Opportunities	New methods for communication need to be actively maintained and a new communication plan focused on emerging realities could be advantageous.	*'We need to continue communicating in a variety of ways to make sure that everyone stays in touch with what's happening with the Reorganization.'*
Challenges	Internal information-sharing has been impacted by: • Having sufficient resources to manage and direct communication has been and continues to be a challenge. • Difficulty making communication a top first priority. • Getting IT Staff to make use of the website	
Outlook for 2009	Customer satisfaction survey	

GOAL 7: Recruit, deploy and retain an appropriately skilled workforce

The 2007 Assessment Found:	2008 Recommendations included:	Accomplished by December 2008:

"Currently, the siloed nature of IT works against King County's ability to accomplish this desired result.
 	
- Some IT staff are relatively isolated in their local settings, and have no available professional growth opportunities within their department or division.
 	
- IT recruitment functions are duplicated in multiple departments.
 	
- IT staff in the Executive Branch currently do not have equal or adequate access to learning, information-sharing, and skill-development opportunities, which are critical factors in staff satisfaction and performance
 	
- IT staff performing the same work may be classified and compensated differently, depending on their location within the Executive Branch.
	a. Improve the workplace culture of OIRM.
	
	b. Develop career paths for IT professionals.
	
	c. Develop trainings and convene information-sharing forums available to IT staff across the Executive Branch.
	
	d. Develop a centralized role for the recruiting and hiring of IT professionals.
	
	e. Develop staff sense of belonging to a single IT organization.
		• **A foundation for one IT workforce has been established.** Creating a single IT workforce - encompassing Central IT staff and for Executive Branch department staff - was a core challenge of the reorganization. This challenge had both structural and cultural dimensions.
		
		• **The KCIT HRSDM worked closely with each Department's transition team charged with developing and implementing parallel IT structures**.
		
		  - The KCIT HRSDM and her staff served as advisors about IT staffing for each department transition planning team
		
		  - With the support of the HRSDM, each department planning team carefully identified areas where staff were not classified in parallel ways, or where classifications will need to be adjusted to align with the new structure. These classification issues have been inventoried with the intention to come to resolution about them in 2009.
		
		• **Represented Staff played a key advisory role in developing transition plans**. The Joint Labor Management Information Technology Committee (JLMIT) met monthly to learn about IT Reorganization progress and give voice to issues and concerns pertinent to represented IT staff.
		
		"It may be easier to lure IT staff because we have one identity across the organization, which promotes a greater array of options for staff." – IT leader
		
		• **Perception today that there are more opportunities because of the larger organization.**
		
		• **Stage set for the next level of activities** to realize the promise of centralized recruitment, training, hiring, and orientation of IT professionals. As a result of the Herculean effort of many persons within the Executive Branch, the

- *The hiring and orientation practices and workplace culture in OIRM do not foster employee satisfaction or retention.* - *The King County salary scale is not competitive, particularly for high-level positions."*		foundation exists to effect greater change related to the recruitment, deployment and retention of an appropriately skilled IT workforce in 2009 and beyond.

Goal 7: Opportunities, Challenges, and Outlook	
Opportunities	With new structures in place, IT leadership at all levels can now expand the sense of identity as one organization. The foundation is present to effectively recruit, deploy and retain IT staff across the Executive Branch.
Challenges	Current County budget constraints may constrain the resources to implement needed changes in the deployment of the IT workforce.
Outlook for 2009	Continued effort to reclassify staff where appropriate.

GOAL 8: Serve as a leader in IT regional initiatives

The 2007 Assessment Found:	Recommendations included:	Accomplished by December 2008:

"Across the Executive Branch, confidence in Enterprise IT's capacity to lead change and manage technical initiatives is low.
 	
The Executive and Council expectation is that Central IT will have the capacity to lead not only Executive Branch-wide initiatives, but also inter-county and county-state initiatives."
	a. Enhance capacity to lead change.
	
	b. Enhance capacity to manage technical initiatives.
	
	c. Enhance capacity for strategy development, planning, evaluation, and analysis.
		• **KCIT participated in major regional, suburban and rural initiatives**, including:
		
		  - **Emergency Preparedness,** e.g. the Green River flooding and work with the Corps of Engineers and Howard Hanson Dam.
		
		  'Serving as a leader in IT regional initiatives remains a significant aspiration for KCIT.'
		        - KCIT Leader
		
		  - **Law, Justice and Safety** – an integrated information system that allows multiple cities and jails, mental health agencies and/or the cop on the street to access a single portal for information about incarcerated individuals; the system also provides opportunity for effective tracking across jurisdictions and services, including 39 police jurisdictions.
		
		  - **The Institutional Network (I-Net)** is a self-supporting, regional fiber optic network that provides public service agencies throughout the county with network bandwidth, Internet access, videoconferencing, and support services.
		
		  - **The Office of Cable Communications (OCC)** was established in 1986 to negotiate, monitor, and enforce the rules set forth in the cable television franchises held by cable TV companies operating in unincorporated King County (outside city limits). Today we have cable TV franchises with Comcast (which serves 86k homes) and Broadstripe (serving 2K homes).
		
		  - **REPC -** In 2008, King County and Seattle brought together elected and senior officials from key organizations in the three counties to form the Radio Executive Policy Committee (REPC). The REPC is charged with leading policy-level discussions and making related

		recommendations to the appropriate legislative bodies for a regional approach to addressing significant issues which are on the horizon for the emergency public safety wireless communications systems in King, Pierce, and Snohomish Counties. The REPC formed 3 subcommittees with approximately 130 system users and managers from 55 agencies in the region to advise it.
		- **King County LegTrack System -** In late 2007, King County OIRM brought together a team of Departmental Legislative liaisons and technical advisors to provide a base level listing of requirements and evaluation. King County OIRM generated a document comparing the King County Legislative Tracking System and the Washington State LegTrack system. Based on the requirements, technology evaluation, and document findings, in 2008 OIRM recommended that the County move forward with implementing the Washington State Legislative Tracking System (LegTrack). LegTrack was implemented for use for the 2009 Washington state Legislative session. The more comprehensive system, LegTrack meets and exceeds user requirements.
		- **State and federal mandates** leverage assets to meet standards – statewide**.**
		The technical, structural and cultural changes underlying IT Reorganization will all strengthen the capacity of KCIT to engage in regional initiatives.

Goal 8: Opportunities, Challenges, and Outlook	
Opportunities	Because of the success of the Reorganization, KCIT can look forward to expanding its leadership in IT regional initiatives.
Challenges	The complexity of State System serves as a barrier to statewide initiatives.
Outlook for 2009	Tri-County Public Safety and Radio Communications Initiatives.

III. CONCLUSION

*A Firm
Foundation*

King County Information Technology has laid a firm foundation for the successful transition from eight separate IT identities to one integrated organization serving King County's Executive Branch.

Progress is clear related to each of the eight County Executive and Council goals. Without attention to the critical success factors that fueled the Reorganization, progress would likely have been more measured. Key amongst these factors were:

- Strong overall leadership
- Department ownership
- Informing and involving stakeholders
- Cross-departmental coordination and collaboration
- Measurement and assessment

These same success factors will continue to be salient as KCIT leaders and staff press on with the work needed to implement change and realize the full benefits of the reorganization.

*Cornerstones
of the
Future*

Four of the five overarching critical success factors directly relate to the effectiveness of leadership and management of KCIT's human resources during the process of change. Through attention to these factors, KCIT has not only built a foundation for a successful reorganization but it has moved an organizational culture toward a new mindset about change. In order to fully garner the benefit of this mindset in an environment of continuous change, KCIT leadership and staff need to remain vigilant about the following cornerstones for future success:

- Develop and strengthen good leadership and management
- Drive the culture change more fully into the organization through continued teamwork across KCIT, additional relationship-building at all levels of the organization and with leaders and business owners within each department
- Focus on achieving the highest possible level of 'nimbleness' to be able to capture the opportunities within a fast paced and every-changing political and economic environment
- Align the IT organization to the priorities, desires and directions of the new County Executive

Success carries with it another level of responsibility and accountability. Having established a firm foundation and set the cornerstones for the future, now KCIT must build upon the framework that's been established to fully realize the array of benefits of the Reorganization of IT functions for the Executive Branch and beyond.

APPENDIX A: LIST OF REFERENCE DOCUMENTS

- 2008 Annual Technology Report, June 2009

- 2008 Annual Compliance Report: Information Security and Privacy Policies and Standards Business Continuity Policy, March 2009

- Information Security and Privacy Functions and Responsibilities by Role in King County

- Information Technology Business Case, June 12, 2009

- IT Reorganization Major Milestones, IT Reorganization Outcomes and Metrics v.6 – March 2009

- IT Reorganization Work Program 2008-2009, IT Reorganization 2009 Supplemental Budget, April 6, 2009

- King County Budget Advisory for 2010 Budget Year, April 2009

- King County Strategic Plan & Strategic Technology Plan Roll-up

- Recommended Organization Structure and Plan for Capacity-Building and Transition, Report to the CIO, March 2008

- Strategic Technology Plan Update 2009, April 2009

- Updated Benefits Realization Plan, IT Reorganization Program for Executive Branch IT – May 2009, version 2

ABT   The Accountable Business Transformation Program is developing a new business model that offers business processes for financial, human resources, payroll, benefits and budget operations. This model is comprised of industry best operating practices from public and private organizations nationwide and will provide county staff with improved access to timely, accurate and useful information to deliver better services to the public. The phased change toward ABT will substantively impact KCIT's ability to provide cost-effective technical and application architectures.

CIO   Chief Information Officer

DAJD   Department of Adult and Juvenile Detention

DDES   Department of Development and Environmental Services

DES   Department of Executive Services

DNS   Domain Name Service

HRSDM   Human Resources Service Delivery Manager

ITS   ITS is the name of the countywide IT organization which was merged with OIRM in 2005. Most typically, this is referred to as "old ITS." ITS is also used in some departments as the name of their department-based, decentralized IT services group.

ITSDM   Information Technology Service Delivery Manager

JLMIT   Joint labor Management Information Technology Committee

KCIT   The current, re-structured IT organization, which fulfills all the roles described in the ordinance, including both Enterprise and Decentralized IT services.

OCC   Office of Cable Communications

OIRM   The pre-transition name of the organization that provides enterprise IT services. "OIRM" was also the name of the organization which was merged with ITS in 2005.

PRB   Project Review Board. Was established by ordinance to advise the CIO on project management and approve the release of project funds. The Board also provides oversight for specific project teams.

SDP   Service Delivery Plan. Establishes a baseline for service delivery for each Executive Branch Department.

SLA   Service Level Agreements define mutually agreed upon level of service that can be monitored and measured over time. The initial SLA created for each Department has established the baseline of service expectations between the

Department and Central IT. SLA's are used as a management tool by ITSDMs who can now use them to identify strengths, gaps, and areas for improvement.

SLR   Strategic Learning Resources, firm that provided consultation and technical assistance for the IT Reorganization.